



Accomplishments

1996 - 2004

1996: A New Beginning

On April 1, 1996, K.L. Cool officially assumed responsibilities as the 14th Director of the Michigan Department of Natural Resources (DNR). During October 14-16, 1996, Director Cool met with key DNR Executive Division personnel, Deputies and Division Chiefs at the Ralph A. MacMullan Conference Center for a historic Strategic Planning Session. Not in recent history had DNR leadership assembled and devoted this much time to collaboratively address and define the DNR's Mission and Vision for the Future, and develop specific action steps to accomplish mutually established Goals.



1996 - 1997 Management Team

DNR Divisions operated independently for many years under separate Mission Statements. The Department itself lacked a clearly defined Mission Statement until formal adoption of the following at our 1996 Strategic Planning Session:



"The Michigan Department of Natural Resources is committed to the conservation, protection, management, use and enjoyment of the State's natural resources for current and future generations."



A Natural Resource Vision:

The following Vision For The Future was also established in October, 1996:

- The Michigan Department of Natural Resources will be recognized as the leader in holistic natural resources management. Our organizational structure will complement our Mission and Goals with a unified purpose and sense of direction. The Department will be responsive and proactive in an ever-changing environment.
- The foundation of the Michigan Department of Natural Resources' success will be based on a well-trained and recognized professional work force that values effective working relationships with other agencies, the Executive Office and Legislature, and the many diverse publics who have an interest in the State's natural resources. Members of the Department will use timely communication and respectful behaviors along with responsive and creative strategies, to fulfill the DNR's Mission and achieve our Goals.
- The public will understand, appreciate and support sound natural resource management. The DNR will identify and work with all existing and potential natural resource users.



2002 Management Team



Department Goals:

The following six specific Department Goals were also established in October, 1996:

- Goal A: Efficient and Effective Management and Supervision 5-10**
“Create a structure that facilitates the Department’s Mission and Goals through efficient management and supervision.”
- Goal B: Holistic Resource Management 11**
“Create a total resource management plan that integrates all the Goals of the Department into a comprehensive strategy.”
- Goal C: Communications and Education 12-13**
“Develop, refine, define and implement a comprehensive plan that incorporates internal and external communication targets with the new Office of Information and Education.”
- Goal D: Organizational Culture 14-15**
“Create an organizational culture within the DNR that values, fosters and promotes diversity, teamwork and interdependent and efficient decision-making for a shared Mission and Vision.”
- Goal E: Employee Development and Training 16**
“Develop a highly trained, diverse, professional and effective work force, taking advantage of new and current learning models, with a commitment to educational excellence within the Department”.
- Goal F: Strategic Management 17-19**
“Develop a living and dynamic strategic management process which is integrated and continuously used in the operation of the Department of Natural Resources, and which helps attain our shared Mission and Vision.”



Michigan Natural Resource and DNR Management Facts:



- Ranks first to third in licensed hunters (1 million) and 4th in licensed anglers (2 million)
- Manages the largest State Forest System in the nation (4 million acres)
- Manages 4 1/2 million acres of publicly owned lands (more than any other state)



- Manages 6 million acres of mineral estate and leases rights to explore for oil and gas
- Manages 97 State Parks which host 25 million visitors annually



- Maintains 15 Great Lakes Harbors of Refuge and 750 public launch sites
- Registers more boats (1 million) and snowmobiles (250,000) than any other state
- Is a leader in rails-to-trails, maintaining 6,000 miles of groomed snowmobile trails
- Has 11,000 lakes



- Has 36,000 miles of rivers and streams, including 1,000 miles of blue ribbon trout streams



- Has more freshwater shoreline than any other state (3,000 miles)
- Has more total shoreline than any State except Alaska



Natural Resources Accomplishments

This document provides an overview of major natural resources and outdoor recreational accomplishments during the time period April, 1996 to November, 2003 categorized by Goals.

Goal A: Efficient and Effective Management and Supervision

- Developed contingency plans to address early retirement challenges in 1997 and 2002
- Only State Department to recapture 1997 early retirement savings (\$6 million) for investments in reengineering & technological enhancement; Obtained highest early retirement replacement ratio of any agency in 2002 (1 for 1)
- Concluded historic 20-year agreement resolving longstanding differences concerning 1836 Native American Treaty fishing rights
- Established DNR Native American Affairs Coordinator position
- Reinstated DNR Tribal and Commercial Fish Law Enforcement Unit, bolstered by acquisition of new 28' and 40' law enforcement patrol vessels to expand Great Lakes operations
- Secured \$2 million to acquire new fisheries research vessels for Lakes Superior and Huron, allowing DNR to safely and efficiently carry out our mission and meet mandates of the historic Consent Decree; first time since the mid-60's that any funds have successfully been secured for this purpose
- Secured \$3 million from General Fund to combat sea lamprey infestation in St. Mary's River
- Initiated and completed procedures for transfer of 15,000 acres to DNR and 10,000 acres to Great Lakes Fishery Trust from Consumers Energy related to settlement of Ludington Pumped Storage Facility, the largest environmental settlement in Michigan history
- Brought to closure 14-year dispute concerning discharges from Platte River State Fish Hatchery and implemented state of the art effluent management system



Goal A: Efficient and Effective Management and Supervision, *continued*

- Secured \$20 million from State Building Authority and renovated all 6 State Fish Hatcheries
- Secured \$3 million from Great Lakes Fishery Trust to renovate Hatchery Interpretive Centers
- Completed initial phase of sea lamprey control in St. Mary's River, resulting in 50-60% reduction in sea lamprey abundance in Lake Huron
- Implemented improved regulations governing inland trout & salmon fishing
- Experienced 1st (1998) and 2nd (2000) highest firearms deer harvests on record
- Experienced 1st (2001), 2nd (1996) and 3rd (1997) safest firearm deer seasons on record
- Provided customers option of electronically purchasing hunting & fishing licenses 24/7 via the Internet
- Reengineered Natural Resources Trust Fund (NRTF) grant process
- Worked with Natural Resources Trust Fund (NRTF), The Nature Conservancy and International Paper to achieve the largest land acquisition (6,275 acres) ever under the NRTF- to include 5.5 miles of Lake Superior shoreline and 5 miles of the Montreal River in the Keweenaw Peninsula



- Constructed DNR Pocket Park at Michigan State Fair in Detroit
- Constructed 2nd DNR Pocket Park for Upper Peninsula State Fair in Escanaba



Goal A: Efficient and Effective Management and Supervision, *continued*

- Identified over 300 priority infrastructure projects in 56 State Parks to complete \$50 million Clean Michigan Initiative (CMI); identified additional \$8 million for S.E. Michigan State Park priority projects to complement CMI funds
- Completed satellite imagery Vegetative Mapping for northern half of Lower Peninsula
- Worked with MUCC to obtain \$2.5 million to consummate 20-year struggle to build Island Lake Shooting Range; acoustical state-of-the-art facility now open for estimated 30,000 recreational shooters a year
- Established revenue reconciliation process; Enhanced internal budget control processes
- Resolved Michigan Natural Resources Magazine contract and audit
- Designed/implemented new automated business systems; Re-engineered purchasing processes/procedures; Web-enabled Forms/Procedures
- Completed renovation of DNR offices at Cadillac, Lansing, Plainwell, Marquette, Traverse City; and completed construction of new Gaylord Repair Facility
- NRC authorized \$15.5 million in revenue bonds to rebuild Sterling State Park on Lake Erie - This unprecedented investment protects wetland resources and link trails w/Monroe County and City of Monroe, while providing new camping and renovated boat launch facilities for over 1million State Park users annually



- Worked with Michigan State Police on State-owned tower siting land reviews for new 800 MHz Public Safety Communications System
- Within 2 years of CMI voter approval DNR allocated \$48.8 million for 220 local community recreation grants; 84 projects completed, remaining projects will be completed in 2003
- Since Congress reinstated annual Land and Water Conservation Fund program appropriations for states in FY 2000 DNR has secured National Park Service approval of nearly \$3 million in grants for State and local projects



Goal A: Efficient and Effective Management and Supervision, *continued*

- Improved State Park Central Reservation System (CRS) and unveiled Internet site that offers site-specific reservations; independent survey indicates high level of customer satisfaction
- Established pilot program offering Internet reservations for State of Michigan Harbors; independent survey indicates high level of customer satisfaction
- Completed comprehensive engineering/architectural review of Park & Recreation facilities



- Formed Boating Access Site Advisory Committee; submitted report to Legislature
- Completed first-ever Recreation and Trails Assessment
- Completed purchase of Gaylord to Cheboygan Trail with \$6 million in NRTF assistance
- Completed new State Forest Campgrounds & Pathways Directory
- Enhanced Officer safety & evidence retrieval capabilities by equipping Conservation Officer vehicles with Global Positioning Systems, Automatic Vehicle Locators, 800 MHz radios, laptop computers & cellular phones



- Increased number of Conservation Officers to highest level in decades
- Implemented oil & gas Strategic Plan for managing Michigan's minerals assets
- Conducted in-depth research into oil & gas royalty payments, reports and transactions; Initiated oil & gas audits recovering nearly \$3 million for the Natural Resources Trust Fund
- Developed new lease for state sand, gravel, cobble, boulder & clay with minimum production royalty rate & now includes minimum bid rate for competitively bid lease
- Contracted to complete multiple year Abandoned Underground Mine Inventory Program



Goal A: Efficient and Effective Management and Supervision, *continued*

■ Dedicated Tri-Centennial State Park and Harbor on May 20, 2004, in recognition of the three-hundredth anniversary of the founding of the City of Detroit. The park and harbor will:

- Provide user-friendly access to recreational opportunities for Detroit residents and visitors;
- Interpret natural resources and Michigan's rich economic history;
- Connect Detroit's riverfront parks and adjacent neighborhoods;
- Create a "gateway" experience to discover Michigan's State Parks, and
- Empower Detroiters to embrace conservation careers

■ Developed Michigan State Forest Campground and Pathway standards, providing consistency in facility design and universal access designs to toilets, boardwalks, access routes, camp pads, and information stations

■ Developed new Prescribed Burn Program guidelines; Implemented new PC-based fire reporting Program

■ **Boating Access Sites Constructed**

Constructed new public access sites such as

Clinton River Cut-off

The project was completed in the fall of 2001. Included in the project were 76 car trailer spaces, a modern toilet facility and six launch ramps. The cost of the land for the access site.

Construction and design totaled \$7.5 million



De Tour

A new access site and 24-space parking lot were completed during the summer of 2001

North Channel

A new boating access site was completed in 1997. Eight launch ramps and 139 parking spaces were constructed. The total budget for the project came to \$560,000



Goal A: Efficient and Effective Management and Supervision, *continued*

Boating Access Sites Improved

Improvements made to more than 200 access sites, including:

Lake Macatawa

Improved existing boat launch, paved parking lot, and constructed new contact station. Project completed spring of 2001 with a total budget of \$540,000

Rawsonville Road (Belleville West)

The \$160,000 project provides a walking trail, ADA fishing pier and 45 paved parking spaces



Snug Harbor

Completed in the spring of 2002, the current access site was expanded, improved and a paved parking lot was added, totaling \$351,000

Recreational Harbors Improved

More than 40 harbors were improved, including:

Copper Harbor

Project included dredging and construction of a binwall main pier, several finger piers, a new dock area with new electrical, plumbing and fuel service, replacement of the existing toilet/shower building along with mooring expansion, dredging and upgrading service utilities including a new fuel/storage delivery system. The total cost for these projects came to \$2.3 million



Ludington – Harbor View Marina

Excavation of the Harbor View marina began in 1998 and was officially dedicated in June, 1999 at a total cost of \$8.6 million. This new marina provides 162 boat slips. Converted from an old brown field site, the marina is an economic asset to the city of Ludington and provides needed recreational boating access to Lake Michigan

East Tawas Harbor

The project called for replacement of the existing building with a new building at the same location, installation of an ice suppression system, site drainage, site paving and utility upgrades. These upgrades included electrical service to the docks. The building replacement work involved demolition of the existing structure, subsequent environmental remediation work and construction of the new building. Total funding was in the amount of \$1.2 million

Sebewaing harbor was also constructed during this time as part of the Harbor Development Program.



Goal B: Holistic Resource Management

- Initiated Joint Venture; Department-wide holistic/ ecosystem resource management
- Functionally realigned Departmental programs/ services to improve communication & workflow. Simplified & streamlined functions to more efficiently & effectively align programs/services more conducive to ecosystem management - New structure actively encourages coordinated natural resources management across program lines
- Developed new fisheries management structure based on watersheds
- Established Statewide Council through Joint Venture; Department task groups established to address issues which cross division lines
- Eco-Unit Teams/Regions formed to implement holistic resource management
- Developed forest management planning guide for Lake Superior State Forest incorporating ecosystem approach which will be utilized as template for other units
- Banned use of tree spikes to protect state forest resources & maintain timber values



- Established virtual Geographic Information Laboratory (ViGIL), and Spatial Information Resource Center in Roscommon to assist resource field managers with GIS technology
- Michigan Resource Inventory System (MIRIS) Unit completed acquisition of Statewide aerial photography, providing coverage from 3 decades
- Initiated Department-wide facilities inventory process
- Designated the Pine and Upper Manistee rivers to the state's list of Natural Rivers as the 15th and 16th Natural Rivers, respectively. The Pine and Upper Manistee rank among the most popular rivers in the state for angling, canoeing and other outdoor recreation. The last Natural River designated in Michigan was the Fox River in 1988.



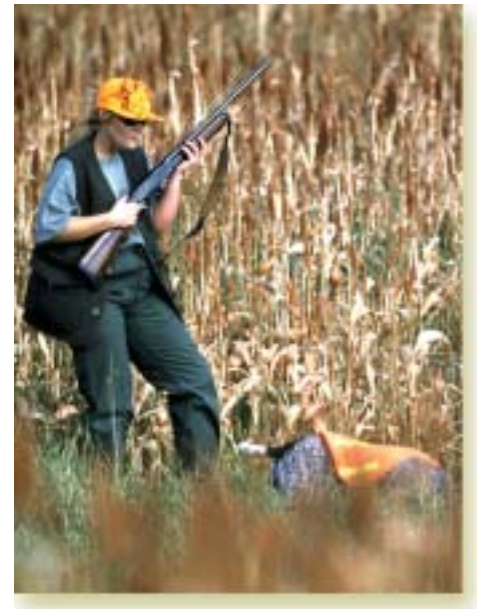
Goal C: Communications and Education

- Established Strategic Plan to recruit young anglers in accordance with recommendations of Governor Engler's Hunting and Fishing Heritage Task Force
- Developed Michigan Millennium Project, an award-winning conservation & history curriculum distributed to 6,000 4th grade classrooms; Trained over 4,000 teachers



- Created Small Fry Fishing Club, Young Angler Volunteer Fishing License, patch & award-winning Fish On! Newsletter
- Created Outdoor Explorers Club; Exceeding 55,000 members
- Elevated Becoming An Outdoors Woman (BOW) to program status

- Worked with citizen conservation groups to enhance public understanding and therefore passage of Proposal G in 1996, affirming public support for science-based wildlife management
- Worked with citizen conservation groups to enhance public understanding which resulted in defeat of the anti-hunting referendum; Michigan was the first state to reject referendum
- Worked with citizen conservation groups to enhance public understanding and therefore passage of Proposal 2 in 2002, increasing funding by an estimated \$500 million over the next 20 years for state/local parks, recreation and conservation programs
- Public involvement, information and education provided support to implement the most significant changes in 3 decades in regulations for fishing trout/salmon on inland waters
- Worked with Michigan United Conservation Clubs to create long term lease and renovation agreement for MUCC to provide a summer camp facility at Cedar Lake in the Waterloo Recreation area



Goal C: Communications and Education, *continued*



- Renovated the Eddy Discovery Center, with new high tech and interactive exhibits that help kids and families discover that “geology is fun”
- Renovated the Gillette Sand Dune Visitor Center, improving the overall engineering and infrastructure of the building and installing state-of-the-art computer exhibits
- Completed renovation and expansion of the Saginaw Bay Visitor Center, which included all-new exhibits, exhibit hall and accessible walking rails
- Initiated program to upgrade educational kiosk panels in State Parks
- Initiated development of an Interpretive Education Master Plan for State Parks System
- Developed new Internet Home Web page electronic legislative tracking system to monitor issues of particular interest to DNR
- Completed Customer Service Analysis
- Developed “Most Frequently Asked Questions” customer help-tracking system
- Designing electronic recreation information guides to provide easier access, links to more information sources, and increasing ease of maintaining up-to-date information
- Installed interactive video system at Mitchell State Park’s Hunting & Fishing Museum
- Completed comprehensive marketing survey
- Replaced antiquated internal e-mail communications network



Goal D: Organizational Culture

- DNR Management Team developed and pledged to adhere to 14 commitments on how we will treat each other, and how we will treat others as representatives of the Michigan DNR

Management Team Commitments

1. Being open and honest in our communications.
2. Treating each other the way we want to be treated.
3. Talking to each other; not about each other.
4. Honoring the "spirit" of confidentiality.
5. Providing a climate where we all have an opportunity for input. All ideas are equal. We take individual responsibility for participating.
6. Addressing issues, not personalities.
7. Respecting and tolerating differences of opinion, and supporting the Department once decisions are made.
8. Accepting responsibility and accountability for our own actions and inactions, and for the actions and inactions of the Department.
9. Striving to hear what others really mean, not just the words they use.
10. Avoiding surprises that catch each other off-guard. We address issues before they reach crisis stage.
11. Respecting each other's time and commitments. We're prompt and prepared.
12. Conducting ourselves as the professionals we are.
13. Using collaboration to reach informed decisions. At the same time, we recognize decision authorities.
14. Respecting and recognizing each other's roles.



1999 Management Team

- Initiated new program whereby Conservation Officers mentor Forest Officers to further ensure professional law-enforcement standards/training
- Worked with Office of the Governor and Attorney General to establish new Native American Legal Division
- Completed reengineering of Personnel Practices and Procedures

- Initiated new Law Enforcement Academy to ensure Department-wide standards/training for Commissioned State Park & Forest Officers
- Developed Telecommuting Policy, allowing selected employees to telecommute with prior authorization



Goal D: Organizational Culture, *continued*

- Worked with NRC to establish new NRC mission statement, vision, goals, objectives which complemented the Department's:

The Michigan Natural Resources Commission provides a strategic framework within which the Department of Natural Resources can effectively manage, protect and conserve Michigan's natural resources for the collective use and enjoyment of current and future generations. The commission solicits dialogue and works closely with a broad cross-section of constituencies to establish and continuously improve natural resources management policies to guide the Department. By being proactive and open in its deliberation, the Commission strives to maintain public confidence in its role of overseeing the Department activities.



- Worked with Waterways Commission to establish new Waterways mission statement:

The Michigan State Waterways Commission works to provide safe public access to the Great Lakes and inland waters of the State of Michigan. Working with partners, the Commission oversees the use of dedicated funds provided by boaters for the acquisition, construction and operation of the infrastructure needed to support boating.



Designed new DNR logo that includes and reflects the importance of the Great Lakes

Designed new insignias for better public identification of Law Enforcement vessels and vehicles



Goal E: Employee Development and Training



- Identified Department training needs, hired Training Coordinator, and established Department-wide Training Advisory Team
- Initiated Department-wide ecosystem management training
- Completed first Michigan Commission on Law Enforcement Standards-certified DNR Conservation Officer Training Academy; Conducting 2002-2003 Academy
- Developed and provided statewide training for the Mineral Leases Classification System

- Developed Geographic Information Systems (GIS) training

- Developed new Fire Training Simulator

- Conducted first Outdoor Recreation Management Academy training program for State Park Managers in conjunction with Michigan State University

- Entered into a Memorandum of Understanding with Department of State Police for MSP Office of Behavior Science to provide DNR with pre-employment screening, peer support counseling, fitness for duty evaluation and organizational development and training services



- Implemented new Law Enforcement Defensive Tactics Program unique to DNR
- Conducted first workshops for DNR employees on Department land transaction review procedures; sessions conducted with over 100 employees from across the State
- Designed/implemented new employee orientation program



Goal F: Strategic Management

- Worked with Natural Resources Commission (NRC) to create new Policy Committees on Finance and Administration; Land Management; Wildlife Issues; Technology, Information, Marketing and Education
- Worked with NRC to develop and test new deer hunting licensing opportunities and license distribution methods
- Worked with NRC, Legislature & Governor's Office to establish first winter Free Fishing Weekend
- Worked with NRC to implement a new Bear Preference Point System
- Worked with NRC, Legislature & Governor's Office to approve new legal definition for Post Production Costs to protect Michigan mineral owners
- Worked with NRC, Legislature & Governor's Office to secure first hunting & fishing license fee revisions in a decade (1997)
- Worked with NRC, Legislature & Governor's Office to achieve passage of legislation to provide a stable funding source for management & protection of Michigan fish & wildlife resources (Game & Fish Trust Fund - 2001)
- Worked with NRC to establish first special youth hunt season
- Worked with NRC, Legislature & Governor's Office to create new "Conserve Wildlife Habitat" license plate which returns funding to Michigan's non-game management programs
- Worked with NRC, Legislature & Governor's Office to achieve passage of comprehensive legislation to manage captive cervids, including fencing requirements



Goal F: Strategic Management

- Collaborated in development of Clean Michigan bond Initiative which included 50 million for State Parks and \$50 million for local community recreation projects
- Established Statewide Council as crucial component of Joint Venture initiative
- Developed DNR Marketing Strategic Plan
- Worked with NRC to develop strategic white-tail deer quality management plan & develop season framework to enable and evaluate quality deer management progress
- Worked with Great Lakes Fishery Trust Board to develop Strategic Plan, including mission statement, vision, goals, objectives & grant guidelines
- Implemented oil & gas Strategic Plan for managing Michigan's minerals assets
- Implemented multi-disciplinary tribal issues working group between DNR, Office of the Governor and Department of Attorney General



- Created "Spatial Data Library" - a web-based intranet library for GIS data resources, allowing one-stop shopping for all GIS data needs; Provided spatial data to public for the first time at no charge (Library organized by themes such as geology, hydrology, land use, land cover, state land and mineral ownership, topography, transportation)
- Transferred Tawas Point, Big Sable and Grand Traverse lighthouses from federal to state ownership. Restored and protected exterior of the 1876 Tawas Point Lighthouse.



- Worked with NRC, Agriculture Commission, Departments of Agriculture and Community Health, along with Michigan Farm Bureau, Michigan United Conservation Clubs and other conservation organizations, to develop a science-based collaborative strategy to eradicate bovine tuberculosis from Michigan's white-tailed deer herd (Bovine TB prevalence declined in Year 2000 for the 1st time since detected - Audit of Michigan's wildlife surveillance & management plan highly rated by USDA)



- Worked with NRC, Agriculture Commission and Agriculture Department to develop a strategic plan to address Chronic Wasting Disease should it be detected in Michigan

“The Michigan Department of Natural Resources is committed to the conservation, protection, management, use and enjoyment of the State's natural resources for current and future generations.”



2001 Management Team

Great Lakes, forests, and rivers
nurture fish, wildlife and parks conserved by
generations of peninsula dwellers...
lake trout cruise our abundant, fresh waters...
white pines whisper in the wind...
white-tails flag in shadowed timber...
loons call... because Michigan's citizens care.





**Department of Natural Resources
Organization Chart
January 2004**

